



DEALING WITH HOLIDAY EXPECTATIONS

BY LINDA POUNDS, LICENSED MARRIAGE & FAMILY THERAPIST
C-SEAP COUNSELOR

Holidays mean increased expectations. There are expectations to be happy, to feel connected to family, to find "the perfect gift," to decorate, bake and spend, to send cards, entertain, and eat. It is no wonder stress and tension surround us at this time of year.

Think about your response to the following questions:

- What feelings do you associate with the holidays (e.g. enthusiasm, worry)?
- How vulnerable are you to over-spending?
- What is the likelihood that you and your significant other will get into conflict?
- What is the likelihood that there will be conflict in your family of origin?
- How realistic are your expectations for the holidays?
- Do your holiday habits help you cherish the holiday or lead you to negative stress reactions (e.g. anxiety, over-indulgence in alcohol, irritability)?

If your responses indicate the holidays are a difficult time for you, read on.

How can I enjoy the holidays more?

- Create reasonable expectations for your holidays.
- Eliminate unnecessary activities.
- Consider doing less baking and decorating.
- Stay committed to a reasonable budget.
- Talk with your family about ways to make the holiday less stressful and more enjoyable.

What if I'm alone for the holidays?

- Make the day special in some way for yourself (e.g. prepare a special meal, treat yourself to a book, movie, hot bath, etc.).
- Extend an invitation to a friend.
- Volunteer to help those less fortunate.

Now is the time to change

- Think of what you'd like to change this year and what strategies you will use to create that change.
- Consider some of the suggestions above for reducing negative holiday stress.

- Record your plan with specific behaviors, expectations or thoughts you will change.

Make a choice this holiday season to stay focused on the activities and relationships that bring pleasure and meaning into your life. Enjoy the holidays!

The Colorado State Employee Assistance Program (C-SEAP) is an available resource for employees dealing with difficult emotional issues around the holidays, or anytime. To make an appointment with a counselor, call 1 800-821-8154.

C-SEAP is offering the following Anger Education classes:

Denver

January 8th, 15th, 22nd, 29th
9:00 – 10:30 am

For information about the location of or to register for the Denver classes, call 303-866-4314.

CONSUMER HEALTH CHOICE

Be informed. You decide. Everyone benefits.

CHOOSING THE RIGHT HOSPITAL CAN MAKE A DIFFERENCE

Adapted with permission by Vinita A. Biddle, CEBS, from material provided by The Colorado Business Group on Health and The Leapfrog Group.

Most of us know it's important to choose the right doctors for our medical needs. However, we may not know that choosing the right hospital is just as important. While all providers work hard not to harm patients, quality of care varies a lot among hospitals.

Medical mistakes are the fifth leading cause of death in America, causing more deaths than car accidents, breast cancer and AIDS. More than 11 people are killed every hour in America due to medical mistakes. Even when mistakes are not fatal, they can lead to serious injury and prolong recovery.

Hospitals are working to reduce preventable mistakes and make health care safer for patients, but we as health care consumers must also do our part by making informed health care choices whenever we can.

When choosing a hospital, consumers are encouraged to base their choice upon three steps that have been shown to significantly reduce death and injury due to medical error.

Step One. Choose a hospital that requires doctors to use computerized order entry (CPOE) systems. Over one million medication mistakes occur each year in U.S. hospitals. A CPOE system can reduce medication mistakes by up to 88 percent.

Step Two. Select a hospital that performs a high volume of the kind of surgery or treatment you need. The more experience a hospital has with a specific surgery the less likely the patient will be the victim of a preventable mistake.

Step Three. Choose a hospital with an Intensive Care Unit (ICU) staffed by specially trained doctors and other caregivers. ICUs staffed by critical care doctors at least eight hours a day have lower death rates and shorter ICU stays for patients.

Many large employers, including the State of Colorado, have joined forces to encourage hospitals to implement practices known to improve patient safety and to publicly report their progress. The State is a member of The Colorado Business Group on Health which publishes a "report card" giving employees information they need to make more informed health care decisions. Twenty-two hospitals have reported so far this year, about 75% of those who were asked. To see their progress, go to www.coloradohealthonline.com. Click on the "Quality" seal and select "Hospital Quality Guides for Consumers." Additional information may also be found at www.leapfroggroup.org.

Even though most hospitals do not yet meet the "leaps", it is important that they report their status so consumers can see they are making progress. Employees whose hospital did not report can call the hospital administrator and encourage the hospital to cooperate.

Most medical mistakes are preventable, which means something can be done. To improve care, employees need to know the facts so they can make informed health care decisions.

For more information contact Vinita Biddle at vinita.biddle@state.co.us or 303-866-3434.

VEHICLE USE GUIDE: FAQs

PREPARED BY DHR RISK MANAGEMENT OFFICE

Who can drive state vehicles?

Public employees while in the course of employment [C.R.S. 24-10-106 (a)]. A public employee is defined as a public entity employee or AUTHORIZED VOLUNTEER. An authorized volunteer is defined as ... a person who performs an act for the BENEFIT, at the REQUEST and subject to the CONTROL of the public entity [C.R.S. 24-10-103 (1)(4)(a)]. When an authorized volunteer drives a state vehicle, liability coverage attaches to that driver; however, workers compensation does not apply, and the driver is responsible for his or her own medical payments.

What happens if a state employee is involved in an automobile accident while "on the job?"

All Workers Compensation injuries would be covered by the State self-insured workers compensation program administered by the Risk Management Office (RMO). If a State-owned vehicle is involved, RMO would handle injuries to "non-employee" passengers pursuant to the current laws of the State of Colorado which is now a tort state. RMO would also investigate liability claims (damage to and/or injuries in the "other car") presented against either the State or the state employee. If a state employee is driving their personal vehicle, their insurance carrier would handle all liability claims. RMO does not cover physical damage to any personal vehicle driven by a state employee.

What about clubs and student government operations?

Whether a club or student government driver is an AUTHORIZED VOLUNTEER, may turn on management decisions regarding vehicle use. There are no statutory citations on this subject.

What is RMO's general disclaimer regarding vehicle use?

RMO cannot determine in advance if situations involving vehicle use fall within the confines of State law, fiscal rules, department policy, program contract provisions, or insurance policies. Each claim is evaluated on its own merit, and all accident facts (including vehicle use) are considered. As such, agency permission for groups or individuals to drive or occupy state vehicles does not guarantee that the RMO can ensure liability protection.

Who can occupy state vehicles?

RMO endorses the Fleet Management Rule that State vehicles are to be used for official State business only (not personal errands, or transporting family members). RMO recommends that only state employees should occupy state vehicles. Only state employees are protected by workers compensation while on state business. Other occupants are not covered under state insurance

coverage with the exception of a potential liability claim against an at fault state driver while operating the vehicle in which the occupant is injured. Injured parties who are not covered by workers compensation are responsible for their medical payments from a resulting accident. It is up to each department head as to who may occupy a state vehicle. RMO can only make recommendations in this area.

What about use of personal vehicles for state business?

Colorado insurance law requires that all vehicles be insured for liability, and that coverage is primary relative to the use of personal vehicles for business purposes. In addition, private insurance carriers may require notification of potential personal vehicle business use, plus the payment of an additional premium. Also, employees who drive their personal vehicles on state business should ideally obtain liability coverage in a minimum amount equal to the Governmental Immunity Act liability limit (currently \$150,000/\$600,000). RMO will not pay the cost of business use endorsements and/or increased liability premiums. Since RMO will investigate liability claims presented against the State and the state employee only on an excess basis, accidents must be reported to the private insurance carrier for claims handling, and also to RMO for monitoring. Workers compensation is the sole remedy for on-the-job injuries arising from vehicle use.

What governs state vehicle operation while driving out-of-state?

State vehicles ARE covered (provided by Risk Management self-insured liability protection) when driven out-of-state (but not in Mexico). Renting a car pursuant to the State Travel Program is an alternative, but is not necessary. The recent purchase by RMO of an excess auto liability policy for these situations has dated previous recommendations. As always, RMO will not become involved unless the vehicle is operated by a state employee (or "authorized volunteer" as defined at C.R.S. 24-10-103) while in the course of employment.

What about rental vehicle use?

The renting or leasing of a motor vehicle is subject to the Statewide Travel Management Program and the use of an approved state travel credit card. The Statewide Travel Management Program allows for two different travel cards as provided for under C.R.S. 24-30-1118 fiscal rule 5-1. It is recommended that you review the travel requirements set forth by the Statewide Travel Management Program at www.colorado.gov/dpa. Current Statewide Travel Management Program

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COMPENSATORY TIME GUIDELINES FOR NON-EXEMPT EMPLOYEES

BY JAN MALONE
DHR TOTAL COMPENSATION TEAM

Does your department employ non-exempt workers who work overtime? Non-exempt employees are eligible for overtime compensation. The following provides some basic guidance regarding granting compensatory (comp) time instead of paying cash to non-exempt employees for overtime work.

According to the Fair Labor Standards Act (FLSA), all hourly employees are non-exempt and are automatically eligible for overtime compensation regardless of the level of job responsibilities. Exceptions are medical doctors, attorneys, teachers, and employees in computer-related occupations who receive an hourly rate higher than \$27.63.

If a department's policy is to compensate overtime work through comp time instead of cash, a signed compensatory time agreement must be obtained from employees hired on or after April 15, 1986. For new hires, the compensatory time agreement can be established as a condition of employment. For employees hired prior to April 15, 1986, compensatory time agreements are not needed provided the department had a regular practice of granting comp time off in lieu of cash payment. Unless it was a condition of employment, departments are not permitted to force employees to sign compensatory time agreements.

Supervisors are authorized to schedule work including overtime hours. Departments are liable for compensating a non-exempt employee for overtime work even if overtime

was not authorized. Supervisors may control unauthorized overtime by doing the following.

- Send a written announcement to all non-exempt employees that overtime work is not allowed unless authorized in advance, preferably in writing.
- Develop a policy to ensure that non-exempt employees are not interrupted during their meal breaks.
- Develop a policy to ensure that non-exempt employees are not permitted to start work before their regular starting time or to continue work after ending time.
- Develop a corrective action policy for employees who violate established policies regarding overtime work that was not authorized in advance.

Comp time in lieu of cash payment must be granted at a rate of one and one-half hours for each hour of overtime work. For example, an employee who worked four overtime hours would be eligible for six hours of comp time (4 hours x 1.5 = 6 hours). Any accumulated comp time in excess of 60 hours, that has not been taken within four months after the end of the pay period in which it was earned, must be paid in cash at the next regular pay period at the employee's straight hourly rate. Comp time hours shall not be included in overtime calculations for any employees.

For further assistance, please contact Sue Huang at sue.huang@state.co.us.

457 DEFERRED COMPENSATION PLAN TO OFFER LOANS

Effective January 5, 2004, participants in the 457 Deferred Compensation Plan may apply for a loan from their 457 account and/or 401a Match account. The loan option is available to all current state employees who have an account balance in the 457 Deferred Compensation Plan, this does not include retirees in the plan. Plan participants do not need to be currently contributing to the 457 Plan in order to apply for a loan; however, loan repayments will only occur via payroll deduction, thus the participant must be a current state employee.

Application for loans and all changes will only be conducted via the website, www.colorado457.com, or

KeyTalk at 1-800-838-0457, there will be no paper transactions.

It is not necessary for PPUG Administrators to monitor this benefit. A loan file will be uploaded to CPPS on a weekly basis similar to the deferral file already sent to the State Payroll Center. Changes to loans can only be submitted through Great-West Life, the Third-Party Administrator.

In December 2003 the "Loan Q&A" and the "457/401a Loan Policy" informational documents will be available on the state website and the 457 website. There will be a PPUG meeting on February 4, 2004 to discuss loans and the process 457 participants will follow, along with a debriefing on Open Enrollment 2003. Any loans implemented in January 2004 will have a first payment due date no earlier than February 2004 payroll.

For more information, contact Suzanne Kubec at 303-866-3954 or suzanne.kubec@state.co.us.

THE CHANGE CHALLENGE: AMBIVALENCE - THE CAUSE AND THE CURE

BY LANA L. LEONARD, LCSW, MAC, CACIII
C-SEAP COUNSELOR

Introduction to change

Change is a familiar concept to all of us. We exist in an ever-changing environment. Change impacts every aspect of our daily lives. "Live, Learn, and Change" is a basic construct of successful living. Yet, we often strike out when we step-up to the "change plate." We are aghast!

Colorado State Employees are intelligent, resourceful, and enthusiastic. We certainly have the knowledge and skills to meet the "change challenge." We have proven our courage in the face of change and adversity. Yet, we often fail to meet the challenge to change in our own personal and professional lives. We spend millions of dollars exploring and eliciting resources to help us change.

Perhaps, the cause of failure and the solution to success are one and the same. What if understanding the role of ambivalence served as a key determinant of success or failure to change? What if there was a format, process, and application that would facilitate a path to create system specific strategies to meet the change challenge? This article will present a change process and will propose that embracing ambivalence is the key facilitator in meeting the challenge to change.

The process of change

The opportunity to change can be identified by an internal or external entity. If the behavior is no longer working or determined to be a problem, then there is an opportunity to change. The behavior can be altered, replaced, or extinguished.

The challenge to change is presented. Suppose we decide to accept the challenge to change. We invest time and gain an understanding of what needs to be changed. We identify and clarify the desired outcomes. We create a goal. We develop an action plan detailed with incremental steps. We utilize our strengths to facilitate, evaluate and modify the plan. Voila! The challenge to change blossoms! The anticipated benefits of the change are harvested.

Maybe all too often, the challenge to change wilts and blows away in the wind. Our plan was sound. Our intentions to succeed were sincere. Yet, we fail to change. What happened?

Change is a complex process. If meeting the challenge to change were as easy as following instructions to

assemble a child's bicycle or follow a recipe to bake a cake, then we would meet each and every challenge to change with success. The seeds of our efforts would prove fruitful and we would blissfully sway in fields of grandeur. We would be the ideal person, friend, family member, or employee. We would have the ideal agency, company, or organization.

What stands in the way of the ideal becoming real? Ambivalence. Ambivalence to change is the answer. For we know who we are, what we have, and who and what we can trust in the present situation. We do not know the benefits and consequences of a different situation. The known is safe and comfortable. The unknown breeds uncertainty and fear. Maybe we're better off to stay the same. We are ambivalent.

Change challenges systems. The system can be an individual, group, family, or organization. Systems survive by homeostasis – balance. When a system perceives external threats to its homeostasis, it becomes defensive. Change requires adjustment. The system must perceive the need to change and the process of change must be incremental and gradual in order to meet the challenge to change.

For example, an individual is faced with a challenge to change. After examining the pros and cons, the person accepts the challenge because the benefits of change outweigh the consequences of no change. If the self-study concludes that the proposed change will result in the loss of current benefits and will increase negative consequences, then the person will see the challenge as a threat and refuse to participate in the change.

Perception of the need to change

The system response to the challenge to change is determined by the system's perception of the need to change. The perceived need to change is assessed through the eyes of the beholder. The lenses are colored by the system's value and belief foundation. The belief system drives the perception of how we see others, the world, and ourselves.

The way that we perceive, think and feel is manifested in our behavior. We make choices and prioritize our daily activities and allocate our resources accordingly. We do what comes naturally. Most of our behaviors work in our favor.

Apply this concept to view an individual's behavior. The individual will respond to the challenge to change

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WORKERS COMPENSATION AUDIT: NEED FOR EARLY AND ACCURATE REPORTING

BY MARY V. LALONE
PINNACOL ASSURANCE

Last September the Division of Workers Compensation, employer services unit, completed a claims audit of the State files that are administered by Pinnacol Assurance. The auditor reviewed one hundred and twenty-two lost time cases and twenty-four medical only cases. The overall audit findings were favorable with Pinnacol receiving 100% compliance in six out of the eight categories. The auditor specifically commented on how impressed she was with Pinnacol's Workers Compensation Information System (WCIS). "I would like to comment that the computer system that Pinnacol has is state of the art in the workers' comp arena." "In my review, I found the files to be in very good order, with good adjuster notes on the computer"

The audit did make reference to the fact that since the State is self-insured, there are time frames that shifted from the insurance carrier to the State. As a result, there are potential penalties associated if the time requirements are not met.

"Pursuant to § 8-43-101 (1), § 8-43-203 of the Act and Rule IV (A) (2), notice of an injury, for which compensation and benefits are payable, shall be given by the employer to the Division within 10 days after the injury. A position statement must be filed with the Division within 20 days of notice or knowledge of an injury which involves lost time in excess of three (3) scheduled shifts or knowledge of permanent impairment. It is very important for the self-insurer to realize the criterion used to measure the amount of time to state a position is the number of days between notice or knowledge on the part of the self-insurer and receipt of the position statement by this Division. By definition, a self-insurer is a carrier; therefore notice to an employer representative is notice to the carrier. Pursuant to § 8-43-203 (2) (a), if such notice is not filed, the employer/insurer may become liable to the claimant, for up to one day's compensation for each day's failure to so notify."

Early reporting key to lower claims costs

There are even more benefits for reporting claims early. Did you know that the earlier a claim is reported the less a claim may cost? A study of Pinnacol Assurance claims showed that, on average, claims reported seven days from the date of injury cost 11 percent more than claims reported within 24 hours.*

Early reporting of claims saves money because as soon as the claim is received the claims management process

begins. This creates early communication between the injured worker and the claims representative. Additionally, the employer and return-to-work specialist can plan early for the worker's return to the job.

However, the more information given on the first report of injury, the more opportunity for cost savings.

24-hour reporting happens when the employer and the worker comply. An employer can only report a claim within 24 hours if the worker informs the employer of the accident. Employers need to be proactive in reminding workers of the importance of timely reporting. For example:

- Conduct regular safety meetings that include a reminder of the importance of reporting all accidents and near misses immediately. Remember: Today's near miss is tomorrow's injury.
- Use posters and employee paycheck stuffers. Pinnacol Assurance provides these to our policyholders.
- Ensure your employees know who to report claims to.

Sometimes an injury is not reported because it is not immediately recognized as work-related. For example, an employee may experience symptoms of a repetitive motion injury for weeks before seeking medical attention. In this situation, the date of injury would be the day the worker informed the employer of the work-related repetitive motion injury.

Don't add insult to injury reporting

Workplace accidents are stressful for both the injured worker and the employer. Filing first reports of injury for work-related accidents correctly and quickly the first time can save you time, money, and headaches. Here are some common reporting problems and how you can avoid them.

Not indicating an employee is missing work

It is essential that you accurately check the "Is this a lost-time claim?" box in Part A of the first report. If you are unsure if the employee will lose time due to the injury, check "Unknown" when filing via the Web, or

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PERSONAL SERVICES UPDATE

BY JOI SIMPSON

PERSONAL SERVICES CONTRACTS PROGRAM COORDINATOR

Waiver Pilot Program

The waiver pilot program became effective on October 1, 2003. The purpose of this pilot is to evaluate the effectiveness of expanding the current waiver process and accomplish greater efficiencies in the personal services review process while maintaining the integrity of the State's personnel system. The challenge is to define the right checks and balances in this process to ensure the proper review and approvals continue to take place and that services being outsourced are being evaluated by the appropriate HR staff.

In November, the Department of Personnel and Administration/Division of Human Resources (DPA/DHR) will conduct a forum with all participating departments to discuss and resolve issues that have been identified in this process. The discussion will largely revolve around department HR staff authority for establishing internal departmental waivers and what those limitations should or should not be, how to establish those waivers, and clarifying pilot requirements.

A tool will be created to evaluate what is working/not working through out the next 11 months. Candid feedback from departments will be crucial to ensuring the success of this pilot. Should this process foster greater efficiencies and prove to maintain the integrity of the state personnel system, this could become a more meaningful process for conducting personal services review.

Both the evaluation tool and any program changes will be posted on the website www.colorado.gov/dpa/dhr/oversight/contracts and through other methods of communication. To date, 14 departments in both general government and institutions of higher education have been approved to participate in this process. Departments have until January 31, 2004 to apply for participation.

Audit Pilot

In addition to the pilot waiver program, DPA/DHR is working in concert with the State Purchasing Office to conduct audits of agency personal services contracting activity. Both entities request similar information in the review process. To create a more efficient process, both for the department being audited and DPA, this pilot has been implemented to evaluate the effectiveness of a dual review. The State Purchasing Office will maintain its current practice of peer reviews, while DPA/DHR simultaneously conducts its audit.

The general purpose of the HR review is:

- Determine if the department's internal administrative controls are adequate, effective, and efficient.
- Determine if the department's human resource activities comply with personnel rules, procedures, state and federal laws, and with good HR business practices.
- Evaluate operational procedures, processes, and work methods to determine whether results are consistent with established guidelines.
- Identify and recognize 'best practices' in human resource management.
- Identify system and statutory issues and recommend changes that will improve the quality and level of service provided to departments and employees of the state personnel system.

In November, the Department of Labor and Employment will be our first joint venture. As we move through this process, audit criteria and measures will be posted on the website, along with the audit schedule.

Civil Service Reform & Personal Services Contracts

The Governor's Commission on Civil Service Reform report is now available on the web. The recommendations from the Commission that concern contracting include the following:

1. Modify the constitution to specifically authorize contracting, regardless of whether a state employee has ever performed the function. In addition, add a provision that prevents any adverse effects on certified state employees as a result of a contract.
2. Leave current statutory language in place until the General Assembly can develop the standards for outsourcing functions of state government.

The Commission also notes that outsourcing efforts should be linked to the formation of performance-based management and cost accounting expertise to allow for competitive strategic management. To read more on Civil Service reform go to www.colorado.gov/dpa/csrf/index.

For further information on any of these initiatives, please contact Joi Simpson at 303.866.5496 or joi.simpson@state.co.us.

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write "Unknown" under Part C, "Estimated Date if Return to Work" when completing a hard copy report.

Not including the injured worker's date of birth

The Colorado Division of Workers' Compensation requires the worker's date of birth for many claims. Because of this, Pinnacol Assurance may not be able to complete the processing of the first report until we receive the information.

Not including the injured worker's address

It is essential that Pinnacol Assurance be able to contact the injured worker in writing with information on the claim.

Not reporting questionable claims

Report all injuries-even if you do not believe an employee was really injured at work. Pinnacol Assurance has experts at investigating injuries and deciding compensability. If you suspect fraud or have touchy information, write it on a separate piece of paper and attach it to the first report or call your claims representative.

Sending the first report to your broker or association representative

Reporting to your agent delays the claims management process. Fax the first report directly to Pinnacol Assurance. Better yet, file the report by phone at 303-361-4000 or Internet at www.pinnacol.com.

Inaccurate or incomplete injury information

Injury and accident information is critical in assisting the claims management team in determining compensability. For example, "employee fell, injured leg" could mean the employee tripped on a floor mat and bruised a knee, or it could mean he fell off a roof and broke his leg.

Not reporting in 24 hours

Report injuries to Pinnacol Assurance immediately. Remember, the clock starts ticking when the injury occurs.

Early and accurate reporting of claims saves money because as soon as the claim is received the claims management process begins. Report claims to Pinnacol Assurance within 24 hours at via the Internet at www.pinnacol.com. For more information, contact RMO at 303-866-3848 or toll free 1 800-268-8092.

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guidelines require that when renting a vehicle with a state approved travel credit card that the Collision Damage Waiver/Loss Damage Waiver(CDW/LDW) be declined. Under the proposed changes to the Statewide Travel Management Program the rental car vendor will be prohibited from offering CDW/LDW for business rentals. Additionally, under the proposed changes to the travel program the use of a state approved travel credit card is the only approved method for renting a vehicle. Colorado law may severely restrict attempts by the RMO to apply its protection to rented vehicles. Also, since the RMO is prohibited by law from defending non-work situations, any deviation from one's course of employment while operating a rented vehicle may place State employees and/or the State at risk if legal protection cannot be provided. Please contact the Statewide Travel Management Program for further details on state travel at 303-866-3986 or lenora.lancaster@state.co.us.

What about the use of federal vehicles?

Liability claims arising out of a state employee's use of a federal vehicle will be the responsibility of the State. Physical damage (collision & comprehensive) claims will be the responsibility of the vehicle owner. Workers Compensation claims will be the responsibility of the injured person's employer. State/federal vehicle use agreements might include a clause similar to the following: "for purposes of this agreement and the

Colorado Governmental Immunity Act, vehicles owned by the federal government shall be deemed to be leased by the State when operated by a State employee." There should be reciprocal wording from the federal side.

Is there coverage for physical damage?

Collision coverage (or its premium cost) is not provided by the RMO for any vehicle, state-owned or otherwise. Fleet Management provides a physical damage program applicable to some state-owned vehicles. Questions on that coverage should be addressed to Fleet Management. In addition, the Central Services Travel Management Program provides for physical damage coverage on rented vehicles via their credit card program. If a vehicle is owned directly by a state agency, that agency is responsible for purchasing physical damage/comprehensive coverage through the state's insurance broker.

For more information, contact RMO at 303-866-3848 or toll free 1 800-268-8092.

according to their perception of the need to change. Their perception is a result of their thinking and feeling patterns. The individual will respond to the challenge to change according to their individual perception of the situation, problem, or issue.

Decisions are congruent with beliefs. The related decision making process may or may not be conscious. The response to the challenge appears rational to the system. However, this response may or may not appear rationale to observers. Core beliefs can be based on faulty reasoning stemming from trauma or other life experiences. These cognitive distortions result in thinking errors and warp perceptions. The response may not be in the best interest of self and others. This can result in a system crash.

Values and beliefs can be opposing and may not coincide. This can result in internal conflict causing emotional upheaval and system distress. Abilities to cope are compromised and diminished. This is considered a system clash.

Here is an example. You believe in physical health for yourself and others. Your goal is to engage in and maintain healthy eating habits. Your plan includes eating lean meat, vegetables and fruits, and avoiding fats and limiting carbohydrates. You arrive at work and your coworkers are visiting and eating donuts. You value social interactions and you take a seat and join your coworkers. You notice the donuts. You begin to feel a desire to take a donut and indulge in the warm, soft texture. Then, you reach for the donut, take a bite and enjoy the sensory pleasures of taste. And, you enjoy talking and laughing with your coworkers. What a great way to start the day.

What happened to your goal? You clashed! You think that you need to eat healthy foods and you think camaraderie is important. You feel guilty about biting into the donut, and you love the warm feelings derived from the comfort food and the socialization. You have experienced ambivalence to change.

The role of ambivalence to change

What role does ambivalence play in the change process? Exploring and embracing ambivalence prepares the system to meet the challenge to change and creates precise strategies that will create the capacity for change.

Ambivalence to change consists of opposing forces with similar strengths. There is a part of the system that desires a change, and there is another part that wants to stay the same. The system's readiness to change is generated by the pro and con ambivalence to change ratio.

Perhaps, you have been presented with an opportunity to change. Significant others or coworkers drop hints such as, "When are you going to quit smoking?" You hear their message and you think your smoking is none of their business. You enjoy smoking. You are not experiencing ambivalence to change. Case closed from your perspective. You are not interested in the challenge to change because you believe that you don't have a problem. You will continue your smoking behavior.

You may notice an opportunity to change. You are having difficulty buttoning your trousers. You believe in being frugal. You do not want to buy larger clothing. You think that exercise could have a slimming impact on your waistline and you could button your pants without holding your breath. However, a health club membership would cost more than a new pair of trousers. You value your rest and relaxation because you work hard all day. You don't want to spend your leisure time exercising. You are exploring your values and daily behavior patterns and you are considering alternatives. You're contemplating the challenge to change.

Society can impose change. Driving while intoxicated laws have forced individuals to separate their drinking and driving behaviors. For those who have not met the challenge, their retribution for an offense can last from several months to a lifetime. Individuals who have an addiction problem become entangled in the judicial and correctional system. The information gleaned from a cost/benefit analysis completed by an individual with a substance abuse problem would show that the benefits of drinking and the consequences of not drinking are more desirable than the consequences of drinking and the benefits of not drinking. More than likely, they do not have the internal or external resources to change.

Organizations frequently promote changes in the workplace. The changes can be incorporated into written protocols and verbal expectations. For example, your organization incurs budget cuts and fellow employees lose their jobs. Your supervisor informs you that you have been impacted by the lay off and must leave your department of 8 years and move to a different department with new people and tasks. You like your coworkers and you understand and enjoy your current position. You think it's unfair that you are being asked to move. You think your supervisor should ask someone else to move. You have come to appreciate the stability you have been offered by your current employer. You believe in the mission of the organization and see yourself as an asset. You think that you are being well paid for your assignment. You are afraid that if you are unable to accept and comply with the proposed transfer, then you will risk your job security and may be

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terminated. Therefore, you are distressed because you are experiencing strong, opposing thoughts, feelings, and perceptions--ambivalence to change. In order to meet this challenge to change, you must embrace the benefits of your current situation, which will involve grieving the loss of your current coworkers and position, and explore the benefits of change, which will require you to form new relationships and learn how to perform new duties.

Embracing ambivalence as facilitator to change

Embracing ambivalence? What is it? Embracing ambivalence requires the desire to understand and respect the system's process to explore the ambivalence to change. This process requires strict adherence to guiding principles that create and maintain the integrity of the cost/benefit analysis format and application.

A cost/benefit analysis is the vehicle for the ambivalence exploration journey. The analysis provides critical information about the system's motivation to change or "Readiness to Change." This cost/benefit format generates a list of critical factors about the benefits and consequences of the current behavior and the anticipated or actual benefits and consequences of the proposed change. The cost/benefit analysis process clarifies motivation to change or motivation to stay the same, and surfaces the obstacles and value of change--"Motivational Carrots." The ambivalence to change ratio is clearly depicted.

Project Match, a multi-million dollar study conducted by the federal government, offers validity to this approach. A component of the research project was to study several modes of counseling espoused to help individuals change behavior. One of the models is called, "Motivational Enhancement." The study revealed that motivational enhancement assists clients toward change. The findings inferred that behavior change occurs when the individual perceives their ability to survive the loss of the current behavior and perceive greater gains from proposed change behavior. The individual must believe that they are resilient and can successfully cope with the negative consequences of the new behavior. The new behavior is reinforced by the positive outcomes.

A primary concept of motivational enhancement is to explore and embrace ambivalence. A driving factor in this approach is to seek to understand and affirm the importance of the benefits of the current behavior and acknowledge the concerns about the consequences of change.

The cost/benefit analysis provides the format to learn about perceived benefits and consequences. By following the cost/benefit analysis procedure and

guidelines, the system has an opportunity to embrace ambivalence to change. Once completed, the strategies can be designed to match the system's need to maintain operational stability during the change process.

The cost/benefit analysis has four essential components referred to as quadrants. The first quadrant is titled, "Benefits of Current Situation or Behavior" and lists perceived benefits for "business as usual." The second quadrant lists perceived adverse reactions and is titled, "Consequences of the Current Situation or Behavior." The third quadrant is a list of projected ideas or actual positive outcomes of proposed change and is called, the "Benefits of Change." And, the fourth quadrant is titled, "Consequences of Change." This list is based on anticipated or actual consequences of the change.

COST/BENEFIT ANALYSIS

BENEFITS OF BEHAVIOR	CONSEQUENCE OF BEHAVIOR
BENEFITS OF CHANGE	CONSEQUENCE OF CHANGE

The critical factors necessary to meet the challenge to change have been identified thus building the bridge between motivation to change and motivation to maintain. The motivational carrots are identified from the items listed under consequences of current behavior, quadrant 2, and are also included in benefits of change, quadrant 3. The motivation to remain status quo is listed under quadrant 1, benefits of current behavior and quadrant 4, consequences of change.

The analysis provides information that will become critical in the maintenance of the system through the change process. One strategy is to maximize the perceived benefits of the motivational carrots toward change. Another is to embrace and minimize the perceived losses of the current situation or behavior. And, change strategy is not complete without addressing building the capacity to cope with the change. Capability for coping with the losses of the old way, and abilities to cope with the consequences of the new way can be addressed with appropriate and timely interventions and training.

The cost/benefit analysis format and application can be used to help facilitate the change process for any system-individual, group, family or organization. The

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following information includes a goal for the analysis and some guiding principles.

Goal of cost benefit analysis

Conduct an interactive process that will result in tipping the balance toward change. The analysis will provide the strategies to enhance system capability to succeed.

Guiding principles to explore and embrace ambivalence

- Include those who would be impacted by the proposed change.
- Recognize and announce that ambivalence to change is normal.
- Explain that exploring ambivalence is necessary to understand the motivation to stay the same or to change.
- Reflect the belief that people want what is best for others, self, and organization.
- All perceptions are valued, including your own.
- Conduct a cost/benefit analysis that uses the 4 quadrant format.
- Allow and facilitate an interactive process in the exploration of the four quadrants.
- Respect analysis process. Seek to understand the functional logic of "business as usual".
- Acknowledge concerns about perceived losses if change occurs.
- Use reflective listening by reflecting their perception, "You're saying..."

- Avoid judging, criticizing, and blaming.
- Avoid creating resistance.
- Do not push "change agenda" too early or too hard.
- Elicit reasons and ideas about positive benefits of change and consequences of change.
- Identify "motivational carrot" and utilize for leverage.
- Gently accentuate discrepancy between current status and goals.
- Create capacity for success by building knowledge and skills necessary for change adaptation.
- Be prepared to discuss proposed plan for change and genuinely consider feedback and ideas.
- Address positive and negative consequences with appropriate and timely interventions.
- Reflect system resiliency and demonstrate supportive attitude in system's ability to change.

The results will be increased mobilization of resources toward acceptance of change.

If you are interested in this process for yourself, or you think this approach could be helpful in your workplace, please contact C-SEAP 1 800-821-8154.

THE DEPARTMENT OF PERSONNEL & ADMINISTRATION AND THE JUDICIAL BRANCH

invite you to attend our continuing brown
bag luncheon series for state mediators

When: 11:30 AM - 1:30 PM
Monday, December 8

Where: 1313 Sherman St, Rm 318

THIS MEETING'S TOPIC: THE SEVEN HABITS OF HIGHLY EFFECTIVE MEDIATORS

Presented by:
Tammy Quinn

Participants will learn how to incorporate Stephen Covey's "The Seven Habits of Highly Effective People" into their role as mediators.

For more information about the luncheon series, the location of future luncheons, the state mediation program or additional training for state mediators, contact Pat Romero at 303-866-5383 or pat.romero@state.co.us. Please RSVP to Pat and remember to bring your lunch.

Brown Me
Alone
Man right
NO

Peace is not the absence of
conflict; It's that state
when we can deal with
conflict effectively,
efficiently and
respectfully.

-Randolf Lowry

Wrong Yes
Woman
Group white
YOU

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